



SANTA BARBARA AIRPORT REQUEST FOR QUALIFICATIONS

MARKETING AND COMMUNICATIONS SERVICES

I. Invitation

The City of Santa Barbara (City) is requesting Statements of Qualifications from experienced firms providing marketing and communications consultant services. The successful proposer will support the efforts of the City to maintain and expand air service at Santa Barbara Airport (SBA/Airport) for a two-year term, with an additional two-year option at the discretion of the Airport. The program plan and budget will be negotiated annually.

Questions regarding the requirements of this RFQ may be posed by email to Deanna Zachrisson, Airport Business Development Manager, at dzachrisson@santabarbaraCA.gov, no later than 5:00 p.m. PST on Wednesday, March 28, 2017. The Airport will provide all answers to questions to any potential Proposer who notifies the Airport of their interest in receiving the information. The City reserves the right to issue addenda to this RFQ if it is in the best interest of the Airport and such addenda will be provided to any potential Proposer who has indicated an interest in this RFQ. The addenda will also be posted on the Airport's website at www.flySBA.com, click on "Business" and "Request for Proposals."

Following a review of all proposals received, a short list of firms submitting proposals will be invited for an oral interview. It is the City's desire to select a consultant and negotiate a contract by May 12, 2017. The agreement would be submitted to the Santa Barbara City Council for approval.

II. Santa Barbara Airport

Santa Barbara Airport is owned and operated by the City of Santa Barbara and has supported the air transportation needs of the region for more than 80 years. The Airport is an integral part of the local economy. SBA is located approximately 10 miles west of downtown Santa Barbara, with convenient highway access from U.S. Highway 101. It is the busiest airport between Los Angeles

and San Jose, California. The Federal Aviation Administration (FAA) classifies SBA as a small, non-hub airport. In Calendar Year (CY) 2016, the Airport served approximately 660,000 passengers on three commercial air carriers. The Airport is the 146th busiest commercial service airport in the United States, and the thirteenth busiest airport in California.

In August 2011, the Airport opened a new 72,000 square foot airline terminal. This improvement tripled the space available for passengers, airlines, concessionaires, and passenger screening. The result has been smoother and faster transitions through security for passengers, with post-security amenities such as food and beverage, news and gifts, restrooms, computer workstations, free Wi-Fi and a comfortable waiting area for passengers. The terminal has five gates as well as additional ground loading capacity.

Three passenger airlines, United, American, and Alaska, serve SBA and offer 22 peak-season, daily nonstop flights to and from seven major markets: Dallas, Denver, Los Angeles, Phoenix, Portland, San Francisco, and Seattle. While SBA's primary market area is within the boundaries of Santa Barbara County and its population of 441,000 residents, there are two secondary catchment areas north and south of the Airport which include more than a million residents. The southern region catchment area extends from Santa Barbara County south to encompass Ventura County and the northern catchment area extends northwest to include San Luis Obispo County.

SBA has developed a marketing plan for 2017-2019 that increasingly focuses on the Airport's core marketing mission of supporting vibrant commercial air service to serve the Santa Barbara region. Proposers are encouraged to consider this marketing plan in their proposal response. SBA's marketing efforts are specifically focused on outbound residents who should choose the Airport as their departure point. Local tourism organizations are in turn focused on promoting inbound tourism passengers.

III. Scope of Services

The agency will be expected to perform all the functions normally required of a full-service marketing and communications agency. The agency will support the Airport staff in developing and executing an effective marketing program to support commercial passenger air service, including:

- Interpret economic, demographic and aviation industry data in order to inform air service marketing efforts;
- Provide counsel on implementation of the current marketing plan, including potential modifications to capitalize on unknown opportunities
- Assist in developing an advertising strategy to support the marketing plan;
- Provide print and digital creative services and production;

- Provide effective media negotiation and purchasing services;
- Develop materials for public events, educational opportunities and other community-focused efforts;
- Provide effective budget control and shared responsibility for cost control;
- Propose strategies and tactics, and associated technical solutions, to support a greater social media profile for the Airport. analyses and reports in easy-to-use formats for Airport staff use;
- Support the Airport staff efforts to provide information to the community and other stakeholder groups with regard to the outlook for commercial air service at SBA.

IV. Desired Qualifications

- Expertise in the functions stated above, including development, implementation and support of marketing, communications, public relations, advertising, social media and special event programs on a continuous basis for a minimum of five (5) years.
- Expertise in development and implementation of effective marketing strategies and tactics;
- Expertise in the development, implementation, and maintenance of social media and online advertising content, material programs, placement and measurement;
- Expertise in the development and production newspaper, radio, television, Internet, printed informational materials, website, signage and other collateral materials;
- Expertise in traditional and non-traditional advertising planning and buying;
- Expertise in marketing copywriting and design;
- Knowledge of primary and secondary marketing research;
- Knowledge and expertise in practical methods for program evaluation;
- Preferably expertise in airport, transportation or tourism-related marketing and communications programs or projects;

V. Qualification Submittal Requirements

Proposers shall provide the information listed under each category below:

1. Qualifications and Experience of the firm, Project Manager and Key Team Members (max 5 pages)

Each proposer must identify and provide the following information about its Project Manager and other key team members:

- Identify a proposed Project Manager who would be the firm's lead representative and primary day-to-day contact with the Airport (specify if there would be more than one person filling these two particular roles)
- Sufficient documentation, including a Project Manager resume, to demonstrate a minimum of five years' experience in the areas of expertise desired
- Provide a description and brief history of the agency/firm including a description of the different types of services your firm provides for other types of clients in other business sectors
- Indicate how many professional and support employees the agency/firm has, or calls upon from subcontractors
- Documentation, including resumes, that demonstrates the experience of key team members who are expected to support the program. Include an organizational chart which illustrates the responsibilities and reporting relationships among the Project Manager and team members who will work together to provide the scope of services described in the RFQ. Also any anticipated subcontractors should be included in a similar fashion.
- Provide references from at least two clients served by the Project Manager in in the past five years. Please provide both email and telephone contact information, along with the name, title and type of client relationship.

2. Examples of Work Product

Each proposal must include TWO examples of an advertising or marketing/communications program executed by the firm. Each program example should strive to provide elements described under the scope of services and serve to substantiate the proposer's expertise. One of the examples must include a significant component related to web-based and/or social media marketing. The proposer may submit electronic documents and/or include URLs for review. The examples must be work product performed by the agency/firm since January 1, 2011. The Airport

respects the confidentiality of the Proposers' clients so any client names or other identifiers may be redacted, if necessary.

3. Approach to Scope of Services (max 10 pages)

Each proposer must describe in narrative its proposed approach to the scope of services listed above in Section III. This narrative, including any supporting illustrations or graphic depictions, should not exceed fifteen (15) pages. The attached Marketing Plan may serve to inform your firm's response, at a minimum, to the following questions:

- Describe your firm's understanding of the overarching goals of Santa Barbara Airport
- Describe the challenges your firm sees in achieving the Airport's marketing goals, and the limitations of any marketing program in achieving both the Airport's overarching and marketing-specific goals
- Describe any additional tactics or modifications to proposed tactics in the marketing plan that your firm feels would increase the likelihood of success in meeting these goals
- Describe why you feel that your firm's approach to the scope of services is uniquely suited to Santa Barbara Airport

4. Fee Structure (max 3 pages)

The Airport anticipates compensation to be paid on a time and materials basis, not to exceed an agreed upon overall budget at the commencement of the program. For distinct program elements, where feasible, the agency/firm should estimate the cost of a specific assignment prior to the authorization of the assignment. Any hourly rate increases over the course of the agreement (to accommodate staff salary increases, for example) must be negotiated on an annual basis.

- Provide your hourly rates for the various job classifications identified in your response (for example, Project Manager, Account Executive, Media Buyer, Media Relations Manager, Graphic Designer, Technology Consultant, Videographer, etc.) that you will likely assign to the project and an *approximate* percentage of time each may be utilized
- The Airport typically will reimburse for such expenses that are "customary and reasonable." Confirm that this policy will be acceptable.
- Please describe your agency's policy or approach to media commissions paid by media outlets for placement of content
- The Airport may ask that some advertising that is coordinated and negotiated by the firm will be billed through the firm, rather than billed directly to the Airport. Provide any

comments you may have on this approach and how/if your firms billing structure can accommodate

V. Proposal Evaluation, Selection Process and Criteria

Proposals will be reviewed for documentation of minimum qualifications, completeness, and adherence to the RFQ requirements. The City reserves the sole right to determine the sufficiency of qualifications and experience of all proposers.

Evaluation Panel

The Airport Director will appoint an evaluation panel to review the proposals and recommend a proposer to be awarded the agreement resulting from this RFQ.

The evaluation panel will interview the short list of proposers. The evaluation panel will use the evaluation criteria established in this RFQ to identify the proposers most likely to be successful in the evaluation process. The short-listed proposers will then be scheduled for interviews with the evaluation panel. The evaluation panel may consider information from the interviews that clarifies the materials submitted.

The evaluation panel will score the proposals by consensus in accordance with the evaluation criteria. The City intends to maintain the consensus scores for each criterion for each proposer. The City will not maintain individual evaluation panelists' scores for the evaluation criteria.

Evaluation Criteria

All eligible, responsive and responsible proposals will be evaluated based on the following criteria. Each criterion listed below also contains sub-criteria that the evaluation panel will consider. These sub-criteria are not individually weighted and are not listed in order of importance.

1. Qualifications and Experience of Firm, Project Manager and Key Team Members (0-25 points)
 - Number of years and type of experience marketing and communications services in a similar capacity as proposed services, for the firm, as well as Project Manager and Key Team Members
 - Demonstrated ability to quickly/learn client business and develop innovative strategies and tactics.
 - Demonstrated skill in core areas of marketing communications, copywriting, graphic design, event management, media purchasing and social media
2. Approach to Scope of Services (0-25 points)
 - Assessment of SBA's marketing strengths and weaknesses
 - Understanding and targeting of appropriate audiences

- Creative approach in graphic design and messaging
3. Expertise in Work Product Examples (0-30 points)
 - Effective writing skills
 - Thoughtful execution of strategies
 - Creative and appropriate approach to graphic design
 - Innovative social media use, web technology use
 4. Fee Structure (0-10 points)
 - Flexibility with time and materials approach
 - Hourly rate structure and proposed staffing plan
 - Policy for media commissions

VI. Contract for Consultant Services

At the conclusion of the selection process, the City will enter into negotiations with the firm receiving the highest evaluation rating. If such negotiations are not successful, the City will then enter into negotiations with the firm receiving the next highest rating. As part of the consideration for entering into the Service Contract (Attachment 1) with the successful firm, the firm is required to concur with the indemnification and hold harmless language, and to obtain insurance with an insurer or insurers satisfactory to the City, as set forth in Paragraphs 8 and 9 in the Service Agreement. The City will not negotiate these requirements.

The firm is also required to hold a business license from the City of Santa Barbara prior to the execution of the contract with the City for consulting services.

VII. Important Information Regarding Potential Disqualification of Consultants

Consultants shall not undertake any activities to promote or advertise their qualifications or proposals for the project except in the course of City sponsored presentations. Consultants shall not make any direct or indirect contact with members of the Santa Barbara City Council, any City Board or Commission member, or City Staff concerning their qualifications or proposals for the project. Violation of this condition will be grounds for disqualification of the consultant.

VIII. RFQ Mailing List

The initial mailing list for the RFQ is included as Attachment 2. The RFQ will be mailed to anyone requesting a copy and is available on the Airport's website, www.flysba.com.

IX. Deadline for Proposal Submittal, and Interview Schedule

In order to be considered for this work, a written Statement of Qualifications (contents specifically outlined) must be received no later than 5:00 p.m. PST on Friday, March 20, 2017.

Proposers must provide on CD or thumb drive containing one or more PDF files as required to fulfill the information request in this RFQ. The response may be delivered in person or by postal carrier to:

Deanna Zachrisson
Airport Business Development Manager
Santa Barbara Airport
601 Firestone Road
Santa Barbara, CA 93117
dzachrisson@santabarbaraca.gov

Alternatively, Proposers may provide an electronic submittal by email at:
dzachrisson@santabarbaraca.gov no later than the appointed date and time.

The tentative schedule for the selection process is as follows:

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| • March 16, 2017 | Issue Date |
| • March 28, 2017 | Deadline for submittal of written questions |
| • April 7, 2017 | Response to questions/possible addenda to RFQ |
| • April 20, 2017 | Response to RFQ due |
| • April 24, 2017 | Notification of Interviews |
| • May 1-4, 2017 | Interviews of selected RFQ responders |
| • May 12, 2017 | Notification of selection results |
| • June 20, 2017 | Negotiated agreement submitted to City Council |

All questions regarding this RFQ shall be directed by the deadline above to: Deanna Zachrisson, Airport Business Development Manager, at dzachrisson@SantaBarbaraCa.gov.

Attachments: 1) Sample Professional Services Agreement
 2) RFQ Mailing List
 3) Santa Barbara Airport Marketing Plan

Attachment 1- Sample Professional Services Agreement